

Analysis Of Workload On Employees In The United Nations And Political Agency (*BAKESBANGPOL*)

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ABSTRACT

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Purpose of the study — The purpose of this study is to analyze workloads on employees at the Karawang Regency National and Political Unity Agency (BAKESBANGPOL) and determine whether the workload suits the number of employees. This research aims to address the problem of employee workload at BAKESBANGPOL Karawang Regency.

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Research method— This study uses a qualitative approach with data collection techniques using interviews. The sample consisted of 16 people. The data analysis methods used descriptive analysis.

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Result— The results showed that employee workload at BAKESBANGPOL was very high due to an imbalance between the number of employees and workload. This has a negative impact on work efficiency and employee welfare.

Conclusion— It can be concluded that the workload analysis conducted is important to evaluate workload balance and optimize working time. There is a need to increase human resources to ensure operational efficiency. This research can be used as a basis for improving human resource management and increasing work efficiency at BAKESBANGPOL Karawang Regency.

Keywords: *Workload, job demands, employees, human resource management, performance, government institutions.*



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INTRODUCTION

Human Resources is an important aspect in organizational structures, including in Karawang Regency government institutions. Effective management of human resources

requires careful planning and careful management. The human resource planning process is an important stage in setting direction and standards for the organization. An imbalance between the number of employees and the capacity or needs of the organization indicates a lack of effectiveness in managing human resources. According to Wardanis (2018), human resource planning aims to determine the quality and quantity of employees appropriate to their position in the organization, as well as to develop and maintain their potential.

Humans and organizations depend on each other. Organizations need human contribution as their main driver, while humans need organizations as a means to fulfill their various needs in achieving individual and collective goals. Thus, the role of Human Resources is very vital in the sustainability and success of the organization. (Nadia Leonita, 2020)

According to the Decree of the Minister for Administrative Reform Number 63/KEP.M.PAN/7/2003, public service refers to all service activities carried out by public service providers to meet the needs of service recipients and comply with statutory provisions. Services to the community in the areas of bureaucracy and administration are the responsibility of the Regional Government. To achieve success in providing community services, planning is needed in accordance with the Main Duties and Functions, as well as the Vision and Mission of the Regional Work Units (SKPD) which are part of the Regional Government. One of the approaches used by SKPD to plan actions and activities to achieve organizational goals is the Strategic Plan (Renstra).

Showing that the Karawang Regency National and Political Unity Agency (KESBANGPOL) is one of the Regional Work Units (SKPD) which is responsible for supporting the Regent in carrying out Regional Government affairs with the principle of autonomy, especially in the formulation and implementation of regional policies in the national unity sector and political. Functions of the National Unity Agency and Regency Politics Karawang, namely to maintain the conduciveness of the Karawang Regency area, the National Unity and Politics Agency included four related activities in the 2016-2021 Strategic Plan. Prevention and Enforcement of Extortion Saber Team, Handling of Social Conflicts, Early Awareness Coordination/Consultative Communication of Regional Intelligence in Karawang Regency are activities planned for 2016-2021.

Workload The difference between the capacity or ability of workers and the job demands that must be faced is a term used by Meshkati and Hariyat (in Safitri, 2019). Workload, according to Munandara, refers to a situation where a job has a list of tasks that must be completed within a certain time limit, while paying attention to both quality and quantity aspects. The quality aspect includes an employee's ability to complete the tasks assigned to him, while the quantity aspect refers to the amount or volume of work that must be completed.

The workload is adjusted to the employee's abilities, which will increase their motivation to work in the organization. When the workload matches employee skills, it will increase their work productivity and strengthen loyalty and positive work relationships between leaders and employees. As a result, the organization's image will improve in the development process. (Nugroho, 2021) .

One of the problems faced by the National Unity and Political Agency of Karawang Regency. In cases where work is not suitable or the workload given to other employees becomes a problem, resulting in the work being completed with workers not understanding and not complying, this is caused by the determination of vacant positions or positions, in this case it could be a factor in one of the workloads. makes it difficult for employees to carry out work in accordance with the work they are assigned according to their position. Lack of Human Resources is a problem in the National Unity and Political Agency of Karawang Regency, causing an increased workload for employees.

Based on the description above, it is clear that human resources in an organization can be linked to each other so that they provide quality and quantity in work and need each other. One of them is the organization in the Karawang Regency Government Agency in the field of National Unity and Politics or better known as BAKESBANGPOL (National and Political Unity Agency). At BAKESBANGPOL Karawang Regency there is a problem with insufficient HR (Human Resources), which causes other employees to do additional work that is not appropriate so that the employee's workload can be beyond the worker's capacity and abilities.

Based on the results of previous research, research conducted by (Suryanto, 2020) shows that workload has an insignificant negative effect on the workforce and is inversely proportional to research conducted by (Pasaribu & Nugraha, 2023) that workload has a positive effect on mental health. significant employees. The aim of this research is to find out the problem of employee workload at the Karawang Regency National and Political Unity Agency. And find out how the workload matches the number of employees or positions.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

Human Resource Management

This research applies Human Resource Management as a discipline or method for managing the relationships and roles of human resources (workforce) efficiently and effectively, and utilizing them optimally to achieve the common goals of the company, employees and society. According to Malay SP. Hasibuan, human resource management is a combination of science and art in managing the relationships and roles of the workforce

effectively and efficiently to support the achievement of company, employee and community goals. (Hadi et al., 2018)

Human resources are the potential possessed by individuals to carry out work tasks. Rivai, as explained by Fachrurazi et al. (2022), defines HR as individuals who have the readiness, motivation and skills to participate in achieving organizational goals. Prasetyo and colleagues (Amruddin et al., 2023) describe human resources as individuals who are assets who must be prepared to develop abilities according to their skills. From this series of definitions, it can be concluded that human resources are individuals who have the capacity and skills who can contribute to the progress of the organization. (Rismayadi & Pertiwi, 2023) . The most important improvement lies in human resource management because HR is a key factor in company operations. (Rismayadi, 2016)

Based on the definition above, it can be concluded that human resource management is a way to manage relationships between individuals or groups so that they have the will, readiness and ability to manage an organization or company so that the desired goals can be achieved.

Organizational behavior

Organizational behavior studies how individuals and groups behave in organizations including examining interpersonal relationships, problem solving techniques, leadership decisions, communication, motivation. Understanding and predicting employee performance in an organization is very important, as is determining how various factors such as organizational culture, compliance with policies, and organizational structure influence that performance. (Melati et al., 2023)

Based on the definition above, it can be synthesized that organizational behavior is included in the field of study that investigates the impact that groups or individuals have in improving high performance so as to increase organizational effectiveness. Performance is the result of the work achieved in terms of quality and quantity. In accordance with the concept of workload, as expressed by Menpan (1997), workload refers to a series of activities that must be completed within a certain time limit. This helps in obtaining information about work efficiency and effectiveness, which in turn can influence employee performance. (Dr. Ir. Suradi, ST., 2023) Performance is a term commonly used by managers or leaders to describe the situation of the organization or company they lead. Every year, they prepare a report on the company's performance which includes work plans, achievements, resource status, as well as challenges or opportunities faced. (Pertiwi, W., & Nurhikmah, 2018) . states that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in

accordance with his responsibilities. (Pertwi & Savitri, 2021) . Employee performance is the most important pillar in the organization. (Rismayadi &, Sumarni, NeniPutri Utami, 2022) Organizational behavior in performance can also influence workload which has a significant impact, such as employees receiving support, being motivated and satisfied with their work so that they are able to cope with the workload they receive.

Workload

Workload can be interpreted as a result of individual capacity limitations in completing assigned tasks. When performing these tasks, employees may be able to complete them at a certain level. However, if the individual's limitations hinder the achievement of the expected results, there will be a mismatch between expectations regarding the abilities and capacities possessed. This mismatch has the potential to cause failure in performance. (Rijanti, 2020)

Workload is a series of tasks given to workers with a certain time limit. If employees cannot complete work within the set time limit, there will be an imbalance between expectations of their abilities and their existing capacities. According to Koesmowidjojo (in Tresnawati, 2020), workload includes a series of tasks or responsibilities given to all human resources (workers or employees) to be completed within a predetermined time limit. (Kurnia et al., 2023) .

Based on this explanation, it can be concluded that workload refers to a number of additional tasks or work that must be completed within a predetermined time limit, according to the employee's abilities, in order to achieve quality results and achieve work targets.

Framework of thinking

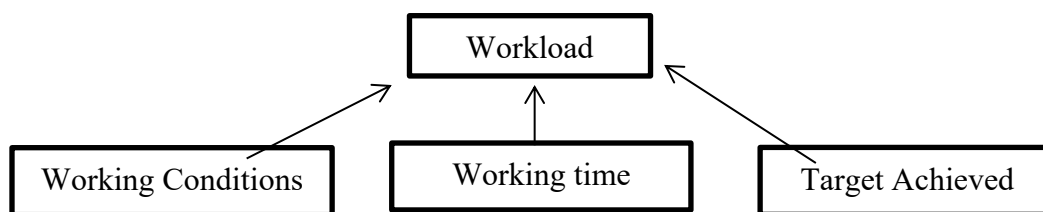


Figure 1. Framework of Thought

Source (Koesomowidjojo, 2017)

A Thinking Framework is a theoretical conceptualization that connects various factors that are considered important in a problem. A solid conceptual framework will provide a theoretical explanation of the relationships between the variables being investigated. In the context of this research, researchers focused on workload analysis for employees at the Karawang Regency National and Political Unity Agency.

According to Sugiyono (2017:60), a thinking framework is a conceptual model that describes how theory relates to factors that have been identified as significant problems. Working conditions, which refer to the understanding that employees have of their work, are an important factor. Setting working hours in accordance with standard operating procedures (SOP) can reduce the workload for employees. Setting targets that must be achieved requires managing time to complete a certain volume of work that is different for each employee.

Research Proposition

A proposition is a temporary assumption from a study of a phenomenon that occurs. Propositions are also needed to establish and prove something from certain results and understanding (Lubis et al., 2023) . Based on this framework of thinking, the research proposition needs to be known that the workload analysis carried out has an important role in supporting employee working time in increasing the targets achieved and improving the performance of KESBANGPOL employees.

METHOD

Karawang Regency National and Political Unity Agency. The data collection approach involves triangulation, namely a combination of interviews and observations, with the aim of obtaining data that is accurate and in accordance with research needs. The sample consisted of 16 people, with 9 people having positions and 7 people having functional positions. The sample group consisted of 5 people, including the Head of the KESBANGPOL Agency, Head of the Administration Sub-Division, Treasurer, Head of the Ideology and National Insight Division, and National Insight Analyst. Observations were carried out to examine the processes that occurred, while interviews were conducted with respondents who held the positions being studied. One of them, namely the Head of the General Sub-Section, acts as a key informant to obtain accurate data. An interview guide was prepared to guide the course of the interview, although the researcher also used interview and observation techniques flexibly to obtain the required information.

Qualitative research methods include research planning to presenting results. In qualitative research, commonly used methods include interviews, observation, and documentation. Qualitative research aims to gain a deep understanding of a phenomenon and relate it to similar situations. Qualitative research does not focus on statistics, but rather on data collection, analysis, and interpretation. (Albi Anggito, 2018) .

The method used by this researcher is a way to collect data and information, in the form of observations at the place being studied so as to obtain and know information about

phenomena that occur at the place being studied by interviewing sources using tools provided by the researcher, namely writing tools, cellphone as a recording and documentation tool.

The instrument in this research, the tool used is an interview, a dialogue process carried out by researchers to obtain information from informants. This tool is known as an interview guide. In practice, interviews are structured, where the interviewer follows guidelines that contain an outline of the topics to be discussed.

RESULTS AND DISCUSSION

Results

The results provided are in the form of observations, interviews and data collection on employee workload in the Karawang Regency National and Political Unity Agency. This data provides results on the amount of load given by employees in accordance with the work they are responsible for and whether the load given has a negative impact on employees who have workload, so that it requires or not to increase human resources at the Karawang Regency National and Political Unity Agency. , and the results of interviews and observations are used to determine the desired results.

Based on the results of the interview, the working conditions at BAKESBANGPOL are generally good in supporting balance and work and personal life, however for the working conditions in terms of the number of employees at BAKESBANGPOL Kab. Karawang is not quite suitable because the work targets set cannot be achieved easily, because the workload has increased so that the working time has also increased. In this case, it is necessary to make changes to the workload management system at BAKESBANGPOL Kab. Karawang to increase employee effectiveness and efficiency so as not to cause excessive workload and cause work stress and physical fatigue. Based on the results of the observations above, it is also in accordance with the targets achieved.

Table 1 Comparison of Work Load with Realized Load

No	Position Name	Workload for 1 year	Realized Expenses for 1 year
1	Head of Agency	198	358
2	Head of Administration Sub-Division	484	847
3	Treasurer	738	1,572
4	Head of the Section for Development of Ideology and National Insight	270	178
5	National Insight Analyst	156	168
6	Head of the Arts, Culture, Religion and	300	167

No	Position Name	Workload for 1 year	Realized Expenses for 1 year
	Community Resilience Section		
7	Social Analyst	168	168
8	Head of the Inter-Institutional Relations Development Section	356	681
9	Interagency Relations Analyst	240	253

source : BAKESBANGPOL archives

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From the data provided, there are two columns that are important to pay attention to, namely "Total Work Expenses for 1 year" and "Realized Expenses for 1 year". The first column shows the amount of workload that is expected to be carried out by each position in one year, while the second column shows the workload that actually occurs or is realized in one year.

Overload : Some positions experience a higher workload than estimated. For example, the Head of the Agency, Head of the Administrative Subdivision, and Treasurer have actual workloads that far exceed estimates. This could indicate that additional work may have been allocated to them, or that there may need to be a review of parts of the task.

Underload : On the other hand , there are positions such as Head of the Ideology Development and National Insight Section and Head of the Arts, Culture, Religion and Community Resilience Section which have a lower actual workload than expected. This may indicate efficiency in carrying out tasks or a gap between expectations and reality in terms of responsibilities.

Discussion

Based on research related to workload, 3 forms/things were found , namely; Working conditions, working time and targets achieved. The data taken is based on the results of interviews. The following is a discussion of the workload :

Working Conditions

The research results of the working conditions at the National Unity and Political Agency of Karawang Regency have physical working environment conditions, there are facilities in office or workplace conditions, including cleanliness, comfort and security facilities such as the availability of work safety equipment. The psychological condition of work-life balance can also reduce work stress so that organizations can offer counseling programs. The working conditions are not in accordance with the existing work volume because there are vacant positions, thus providing additional workload and hindering the existing work process. Working conditions are physical, social and management factors that influence the work environment for workers. So working conditions can be concluded as the condition of employees at work when carrying out their work both physically, psychologically and in their place and social relationships. (Salutondok & Soegoto, 2015)

Working conditions also include the extent to which employees are able to understand the job well. Overall, the conditions obtained at the National Unity and Political Agency of Karawang Regency are quite good with various variations so as to provide decent working conditions so that employees have comfortable working conditions.

Working time

Karawang Regency National Unity and Politics Agency have standard working hours, namely 8 working hours for 1 day in accordance with local labor regulations. Within the specified working time or standard working hours, it is sufficient to complete daily tasks with the workload obtained. The additional workload on employees causes working time to increase so that the working time under the increased load is often not enough to complete all tasks so that some employees have to do work outside of the working time they have. The workload obtained has an influence on working time so that the specified working time can be evaluated to ensure that the available time is sufficient to complete daily tasks with additional workload.

The working time set by the National Unity and Political Agency of Karawang Regency is sufficient for 1 working day, but for working time when there is an increase in workload, additional working time is obtained, making employees work outside the stipulated working time.

Target Achieved

Karawang Regency National and Political Unity Agency were due to the high workload that was found to be difficult to achieve. And getting the workload also becomes difficult in

achieving targets that are completed quickly. Targets that are difficult to achieve can also be due to a lack of support from superiors regarding the workload they face. Achievable targets set for employees are very important in the responsibilities given to employees in completing their duties so that they do not cause losses to the organization in carrying out the work tasks carried out as a whole.

Based on the results above, it can be analyzed that the workload at the Karawang Regency National and Political Unity Agency shows that the high workload experienced by employees is caused by insufficient working time to complete additional tasks, a lack of employees for the existing workload, and target setting. which is difficult to achieve and additional working time that is outside the existing standard working time. So it can be concluded that the Analysis of Workload on Employees at the Karawang Regency National and Political Unity Agency is necessary to evaluate the existing workload with working time and targets achieved in accordance with the provisions given so that employee performance can increase.

From the results, it can be seen that there is a fairly large difference between the planned workload and the actual workload in one year. Some positions even show actual burden figures that far exceed the planned workload, such as the Head of the Administration Subdivision and Treasurer. This shows that there is a possibility of an imbalance between the allocation of human resources (HR) and the existing workload. If workload exceeds planned capacity, this can result in stress and reduced productivity for employees, and has the potential to harm overall organizational performance.

This discussion includes considerations for Human Resource Management. There is significant variation in workload between employees, giving rise to the need to evaluate and adjust workload balance. Optimizing working time can also be considered to increase efficiency, by paying attention to employee welfare. In this analysis, the National and Political Unity Agency of Karawang Regency needs to increase human resources, so that the amount of burden on previous employees becomes efficient and effective in carrying out work, and this analysis can be a basis for improvements in human resource management and increasing work efficiency in the Agency. National Unity and Politics of Karawang Regency.

CONCLUSION

This research aims to analyze the workload of employees at the National and Political Unity Agency (BAKESBANGPOL) Karawang Regency . Based on the research results, it was found that the workload of employees at BAKESBANGPOL was very high. This is caused by an

imbalance between the number of employees and the volume of work that must be completed. This high workload has a negative impact on work efficiency and employee welfare, which is characterized by increased stress and physical fatigue. Observations and interviews show that although working conditions generally support a balance between work and personal life, the number of existing employees is not sufficient to meet the set work targets.

Implications

1. **HR Alignment** : Adding new employees can help balance workload with existing capacity, thereby minimizing the risk of stress and reduced productivity.
2. **Operational Efficiency** : With more appropriate HR allocation, organizations can improve operational efficiency and overall performance.
3. **Improving Service Quality** : With an adequate number of human resources, organizations can provide better services to the public or organizations involved.
4. **Better Performance Management** : With an appropriate number of employees, performance management can be carried out better, including monitoring performance targets and achieving desired results.

Thus, the addition of one to two new employees in positions that are needed will have a positive impact on the organization in the long term.

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